

NO CHANGE in Class. ☐

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CLASS. ( )

Auth: [ ]

Date: 13 MAR 1978 By: [ ]

12 March 1958

MEMORANDUM FOR: Director of Training

SUBJECT: Weekly Report #10  
Assessment and Evaluation Staff  
5-11 March 1958

I. SIGNIFICANT ITEMS. None.

II. OTHER ACTIVITIES.

1. Chief, A&E has been requested to be at the DCI's office at 12:15 on Wednesday, 12 March. Reason unknown.

"The past week has given me a fine opportunity to observe what over-commitment to outside activities is doing to my main work and to my mental health. This has crystallized my long-standing ambivalence about my consultancy to your organization as well as about certain other responsibilities, and I have resolved to terminate the connection.

"I regret this, because I recognize patriotic obligations and because I like and think well of your young men. But first things must come first. I retire with best wishes for your program and great respect for the work you are doing."

We regret very much to lose his services. Knowing him, it is quite futile to try to get him to change his mind. His resignation means that we must look around for another consultant.

3. Chief, A&E has been invited by the Director of Personnel to make an extended presentation on the activities of the A&E Staff. This presentation is tentatively scheduled for the week of March 24 and will be given at 117 Central Building to such members of the Office of Personnel the Director of Personnel designates.

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procedure for testing applicants for summer employment. Resumption of this testing is the result of the Director of Personnel's decision that selection of summer employees should be on a competitive and objective basis.

5. A more detailed report on our study of research analysts in ORR follows:

Test scores and background characteristics of a group of ERA research analysts were studied in relation to ratings of job performance. The purpose of the study was to determine whether such information could be used in recruiting and selecting applicants for ERA analyst positions. A measure of job performance was obtained by means of ratings by three persons in positions to know each analyst.

The analysts come from many geographical areas of the country and include educational levels from college graduates with no graduate work to holders of Ph.D. degrees, but their educational specialties are restricted chiefly to economics, history, area studies, political science and international relations. Most of the analysts had been previously employed, but not in occupations relevant to intelligence analysis. ERA analysts are a high caliber group in terms of tested abilities. Their interests and attitudes toward working conditions are similar to Agency men in general. In interests they are most like intelligence officers and least like support personnel. Job performance as measured by ratings of supervisors is related to reasoning ability as measured by some of the PETB (Professional Employee Test Battery) tests. Job performance was also positively related to scientific and mathematical interests as measured by the Strong Vocational Interest Blank. It is negatively related to Strong measures related to office detail and security interests. Not only does the study indicate that test results can assist in the selection of research analysts particularly by screening out potentially poor performers, but these same tests tend to select those who will remain a longer time with the Agency.

A finding of particular significance to the A&E Staff is that the assessment psychologists were able from PETB results to predict job performance about as well as the best test scores. Having at their disposal the results of this study, the psychologists may be able to improve their predictions.

6. Approximately six months ago Administrative Assistant, A&E was contacted by the Area Records Officer, OTR, regarding 25 drawers of old training files in the vault [redacted] It was decided at that time to have the files transferred to the vault of A&E and stored

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until such time as they could be screened again. This screening process has been started by the Administrative Staff. In so doing we are using a roster of Agency employees and are finding that approximately one out of 20 are still active (the person is still an employee). Of the inactive files, those containing only clerical training records will be destroyed. Those containing professional training records will be retired when the entire screening process is completed. It is anticipated that this project will take from three to six months to complete.

7. DTR's query to C/TEB on the status of evaluation reporting in OTR (Monday) merits a brief review of the "overall situation":

- a. The situation is (and for several months has been) good. As the central point for disseminating Training Evaluations, TEB maintains a suspense on all courses, and notifies the School Chief concerned if reports have not been reviewed (or located "in Process") two weeks after the course is completed. There has been little need for this kind of follow-up during recent months.
- b. There have been a few specific exceptions in recent weeks:
  - (1) [ ] chose to hold the OC#5 evaluations for reworking, as a result of his first opportunity to review reports from this course. During this delay, consumers have been given a final reading on a specific request basis. There have been four such cases, where some action has been pending on students who were previously reported in the interim reports.
  - (2) [ ] held his last CPW evaluations for studious review. This was his first effort at evaluating the CPW program, and such a delay is understandable.
  - (3) Evaluations have not yet been released for the Intelligence Research (Techniques). This was a first presentation, and the Intelligence School is working with the OSI sponsors in developing an appropriate type of report. This is in keeping with the close coordination which characterized the development of the course, and is wholly justifiable.
- c. The overlap of responsibilities for training evaluation is a "natural" source for a certain amount of confusion.

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There is probably less confusion in OTR today than at many times in the past; but evidence of confusion arises from time to time. Our view of the situation is this:

- (1) Evaluation is the responsibility of the School.
  - (2) TEB/AE assists the School in formulating an effective evaluation program, within the context of overall training support.
  - (3) TEB/AE disseminates training evaluations, and as a consequence imposes suspense controls. These encourage punctuality, but are not intended to jeopardize a mutual concern for report quality.
- d. Although the questions seldom arise, there is room for confusions of this kind:
- (1) Who is responsible when evaluations are delayed?
  - (2) Who has the final say concerning what constitutes "a good evaluation report"?
  - (3) Who has the authority to institute changes in evaluation practice, procedure, and policy?
- e. Because we experience a rotation of School Chiefs and instructors, occasioning different points of view toward evaluation matters, a periodic review of these questions among School Chiefs is probably desirable. And at the procedural level, any notions which can effectively speed up the reporting process at no expense to quality, ought always to be welcomed and shared.

8. Related to the subject of delay: This Staff prepared a dispatch [ ] on 11 February 1958, in reply to his first quarterly report. Our confidence that he had long since received it was shaken when the dispatch was returned to the office of CO/OS on 10 March, for two editorial revisions.

If this is characteristic of the handling of dispatches, it is little wonder that field personnel return with a jaundiced view of Headquarters. [ ] coordinated the required changes by phone, and returned the dispatch to FE within the day.) FE's objections were of the following nature:

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a. The statement, "materials on instructor performance and ratings are being collected" was deemed inconsistent with [ ] responsibilities, since he is not supposed to "work on" Staff people. The materials actually were applicable to an instructor training effort and were requested in [ ] dispatch, concurred in by the Chief of Training.

b. The statement, "In formulating a policy (for handling assessment information) for the station, the following points should be considered" was deemed to usurp the Division and Station Chiefs' authority for policy formulation. In this particular instance, this Staff was raising points to be considered in formulating station policy: an appropriate Staff activity to which the objection does not even apply. But the nature of the objection raises a question of more basic concern: this Staff cannot properly discharge its professional responsibilities if it is denied authority to implement professional controls.

9. All members of the far-flung Training Evaluation Branch (including [ ] met together for the first time in months, for the first monthly Branch Seminar--a device intended to cure problems of communication, staffing, and activity-coordination. A major topic for review was the proposed JOT training program, and its implications for Branch activities. C/TEB and appropriate Branch members will meet with the individual School Chiefs concerned (starting with [ ] on Friday) for preliminary planning. The Branch welcomes the opportunity to serve as working-level coordinator as inter-school program planning gets under way.

10. OFC performance and test results of two senior administrative people were discussed with Messrs. [ ] (Office of the DDS). In addition, a lengthy, detailed discussion of the ways in which A&E information could be helpful in the career planning of senior administrative officers was pursued. Two major points seemed to emerge:

a. Decisions concerning specific placements of individuals could be made more effectively if there were available an estimate of the man's versatility (or lack of it); e.g., it would be more efficient to send an administrative man to a small station who could, if and as necessary, engage in some operational activity such as surveillance, casing, etc.

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- b. The value of OFC for senior administrative people is that of giving them an orientation to and appreciation of the kinds of problems and situations they might run into in a CS assignment. In addition, if the individual shows by his performance that he has some "knack" for operational activity, this would be helpful in placing him (see above).

11. a. A&E information on eight FI/RI people was discussed with their supervisors in relation to long-range career planning. (Previously the information on two other FI/RI people was discussed.) This represents the fulfillment of an initial request by C/FI/RI for this service from A&E. It is anticipated that within two to three weeks the names of additional people will be submitted to us for review of test information. Ultimately it is expected that all FI/RI people will be discussed.

- b. Most of the supervisors were unfamiliar with the nature of A&E data and services. Thus the opportunity was taken to brief them in some detail. In each instance the supervisors seemed quite interested in the information we had to offer and could see its usefulness to them. In one case, a supervisor made an appointment to review his own file with us. This was done and he reports that this too was very helpful.

12. ORR continues to be a "steady customer": 6 standard assessments this week. In addition, [ ] came to discuss her own PETB results. She has recently been given some recruiting and selection responsibilities [ ] and wished to know about the tests since she will be requesting and using test information in her new duties.

13. Test results of a "long time" personnel man were discussed with [ ] for career guidance purposes.

14. [ ] C/Reports/[ ] discussed two individuals, one an applicant for a reports position, the other a recently transferred employee.

15. We "presented" three cases at the Medical-Security-Personnel-Training overseas review panel. [ ] was the sole PD representative.

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16. An assessee, a contract agent for WH [ ] provided some "feedback" on a covert assessment performed in October 1957, also for WH. The individual assessed in October for determination of his potential for staff employee status has been converted from contract agent to career agent status and given an assignment in another geographic area within the same division. The present assessee was referred for much the same kind of determination and is being recommended for staff agent status.

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17. Test results on [ ]

18. C/AB reviewed JOT [ ] course critique.

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Chief, Assessment and Evaluation

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